

ARIZONA HOUSE OF REPRESENTATIVES
Fifty-second Legislature – First Regular Session

**HOUSE AD HOC COMMITTEE ON
PROVISIONAL COMMUNITY COLLEGES**

Report of Interim Meeting
Tuesday, October 13, 2015
Santa Cruz Provisional Community College District
2021 N. Grand Ave Nogales, AZ 85621 – 1 p.m.

Convened 1:00 p.m.

Recessed

Reconvened

Adjourned 2:50 p.m.

Members Present

Representative John Ackerley, Chair
Representative Rosanna Gabaldón
President Samuel Moorhead
Dr. Marcelino Jr. Varona

Members Absent

Representative Bob Thorpe
Dr. Jeanne Swarthout

Agenda

Attachment 1

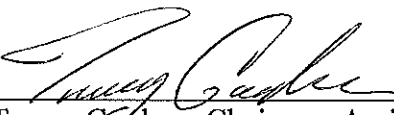
Request to Speak

Attachment 2

Presentations

Santa Cruz Provisional Community College District
Accreditation Report
Gila Provisional Community College District

<u>Name</u>	<u>Organization</u>	<u>Attachments (Handouts)</u>
Ms. Liz Collier	Santa Cruz Provisional Community College District	3
Dr. Homero Lopez	Santa Cruz Provisional Community College District	
Mike Gardner	Triadvocates	4



Tracey Gardner, Chairman Assistant
October 15, 2015

(Original attachments on file in the Office of the Chief Clerk; video archives available at <http://www.azleg.gov>)

CONV: 1:00 pm
ADJ: 2:50 pm

Interim agendas can be obtained via the Internet at <http://www.azleg.state.az.us/InterimCommittees.asp>

ARIZONA HOUSE OF REPRESENTATIVES

INTERIM MEETING NOTICE OPEN TO THE PUBLIC

HOUSE AD HOC COMMITTEE ON PROVISIONAL COMMUNITY COLLEGES

Date: Tuesday, October 13, 2015
Time: 1:00 P.M.
Place: Santa Cruz Provisional Community College District
2021 N. Grand Ave
Nogales, AZ 85621

AGENDA

1. Call to Order
2. Introduction of Members
3. Staff Presentation
4. Presentations
 - Santa Cruz Provisional Community College District
 - Gila Provisional Community College District
5. Public Testimony
6. Adjourn

Members:

Representative John Ackerley, Chairman
Representative Rosanna Gabaldon
Representative Bob Thorpe

President Samuel Moorhead
Dr. Jeanne Swarthout
Dr. Marcelino Jr. Varona

10/7/15
JY

People with disabilities may request reasonable accommodations such as interpreters, alternative formats, or assistance with physical accessibility. If you require accommodations, please contact the Chief Clerk's Office at (602) 926-3032, TDD (602) 926-3241.

ARIZONA HOUSE OF REPRESENTATIVES
Fifty-second Legislature – First Regular Session

**HOUSE AD HOC COMMITTEE ON
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Request to Speak

Thomas Fink	Representing Self	
John Doyle	City of Nogales	
Shane Dille	Representing Self	Support
Jaine Chambertain	Representing Self	
Alfredo I. Velasquez	Santa Cruz County/Superintendent	
David Y Verdugo	SCVUSD No 35	Support
Bruce Bracker	Representing Self	
Sheila Dagucon	Representing Self	
Nubar Hanessian	Representing Self	Support
Nils Urman	Nogales Community Development	Neutral
Allison Moore	Fresh Produce Association of the Americas	Neutral
Fernando Parra	NUSD	
Mike Gardner	Gila Community Collage	

(Original attachments on file in the Office of the Chief Clerk; video archives available at <http://www.azleg.gov>)

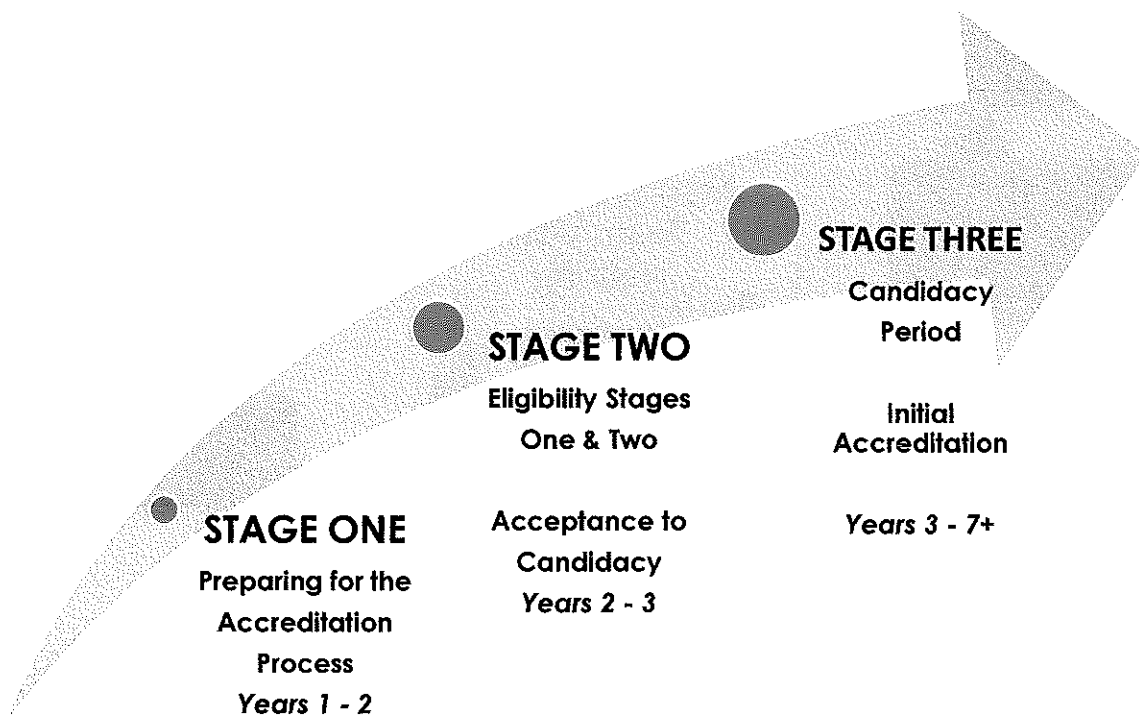
Attachment 2

ACCREDITATION PLAN

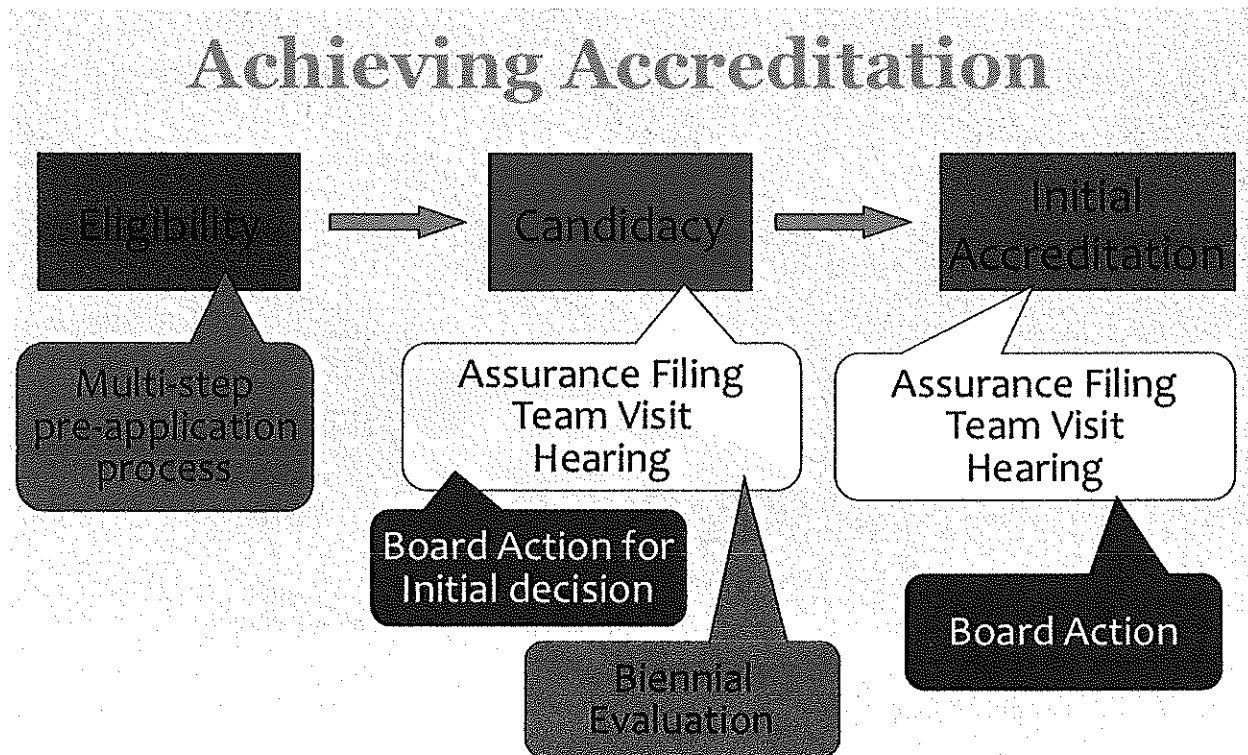
Santa Cruz County Provisional Community College District

Selected Plan Visuals - 2016 – 2023+

1. Santa Cruz Pathway To Accreditation - 2016 – 2023+



2. Model Process to Achieve Initial Accreditation with the Higher Learning Commission HLC



3. All Institutions must meet the 19 Eligibility Requirements and successfully follow the Eligibility Process and Evaluations in order to achieve Initial Accreditation with the Higher Learning Commission HLC



Eligibility Requirements (19)

- | | |
|--|--|
| 1. Jurisdiction of the Commission | 11. Learning Resources |
| 2. Legal Status | 12. Student Support Services |
| 3. Governing Board | 13. Planning |
| 4. Stability | 14. Policies and Procedures |
| 5. Mission Statement | 15. Current Activity |
| 6. Educational Programs | 16. Integrity of Business and Academic Operations |
| 7. Information to the Public | 17. Consistency of Description Among Agencies |
| 8. Financial Capacity | 18. Accreditation Record |
| 9. Administration | 19. Good Faith and Planning to Achieve Accreditation |
| 10. Faculty and Other Academic Personnel | |

Eligibility Process and Evaluations

Candidacy and Initial Accreditation

This information specifies the requirements and processes for non-affiliated institutions considering seeking initial accreditation with the Commission. The list below outlines the two stages of the process, pre-application to determine eligibility and application for status, and the steps within each stage. The institution should anticipate a minimum of five years and often up to nine years from the first step through the final decision on initial accreditation.

I. Pre-application to Determine Eligibility

1. Letter of Inquiry with Preliminary Evidence
2. Preliminary Evidence Review
3. Pre-application Interview
4. Post-interview Commission Letter
5. Letter of Intent to Complete Eligibility Filing
6. Eligibility Filing: Institutional Submission
7. Eligibility Filing: Panel Review
8. Letter on Eligibility

II. Application for Status

1. Letter of Intent to Pursue Candidacy
2. Preparation and Comprehensive Evaluation Visit for Candidacy
3. Award and Duration of Candidacy
4. Biennial Evaluation during Candidacy
5. Evaluation for Initial Accreditation

**SANTA CRUZ COUNTY ARIZONA
PROVISIONAL COMMUNITY COLLEGE DISTRICT
GOVERNING BOARD**

STRATEGIC PLAN 2015

Summary Version

Mission – Vision – Core Values

Strategic Directions - Goals - Strategies - Outcomes – Responsible Parties

Mission

Create a world class educational environment that advances student achievement and is a catalyst for economic development and prosperity in our bi-national community.

Vision

Build an educational institution that collaborates with business and industry to develop a skilled workforce for the 21st century global environment by delivering science, technology, engineering and mathematics (STEM) curriculum, career and technical education and continuing learning opportunities for all community residents.

Core Values

Excellence: To provide access to a world class education

Accountability: To hold our educational community to the highest standards

Community: To advance this institution as a resource for the region

Ethics: **CONSULTANTS NEED TO WRITE THIS!**

Strategic Direction 1: Facilities

Goal: **Monitor current usage and plan for future growth**

Strategy 1: Develop a monitoring system to maximize use of current facility

Strategy 2: Establish an enrollment management committee to gather data for planning purposes

Strategy 3: Implement Cochise Scheduling System to efficiently schedule use of facilities and classrooms

Outcome 1: Maximize facility usage

Outcome 2: Determine future need for additional facilities

Responsible Parties: Mr. Galindo and Enrollment Management Committee

Strategic Direction 2: Programs

Goal: *Offer comprehensive courses and programs*

Strategy 1: Continue employment of full time faculty to focus on a strong general education program

Strategy 2: Develop K-12 and University articulation to establish STEAM partnerships

Strategy 3: Participate in Business and Industry workforce partnerships for meeting individualized industry workforce needs

Strategy 4: Establish fine arts and community based non-credit courses (Viticulture)

Strategy 5: Create transfer, transition, completion programs to increase student success

Outcome 1: Increase growth and expansion to 24 student per class

Outcome 1: Establishment of new and expanded workforce programs

Outcome 1: Improved student success rates

Responsible Parties: Mr. Galindo, Governing Board and Faculty

Strategic Direction 3: Personnel:

Goal: *Strong cadre of fulltime faculty and staff*

Strategy 1: Determine expansion and staffing patterns based on enrollment management data

Strategy 2: Determine non-teaching staff needs based on enrollment targets after 350 FTSE

Strategy 3: Evaluate programs and staff to determine professional development needs

Strategy 4: Survey students

Outcome 1: Appropriate student-teacher ratio

Outcome 2: Sufficient faculty to meet course demands

Outcome 3: Positive Student satisfaction data

Responsible Parties: Mr. Galindo and Enrollment Management Committee

Strategic Direction 4: GRANTS

Goal: *Actively seek external funding opportunities*

Strategy 1: Develop private, federal, state, local, university and K-12 grant partners

Strategy 2: Employ grant writing consultants

Strategy 3: Determine eligibility for federal, state and private grants

Strategy 4: Explore creation of a foundation

Strategy 5: Seek additional contributions

Outcome 1: Increased revenue streams

Outcome 2: New partners

Outcome 3: Minimum of two (2) new grants

Responsible Parties: Mr. Galindo and Board

Strategic Direction 5: Budget

Goal: *Insure revenue meets growth and expansion needs*

Strategy 1: Efficiently utilize resources

Strategy 2: Monitor legislative funding initiatives

Strategy 3: Utilize Provisional College ROI (lowest tax rate) to secure additional financial resources

Outcome 1: Effective and efficient CEO

Outcome 2: Insure annual qualified audit

Outcome 3: Increase new and existing revenue streams

Responsible Parties: Mr. Galindo and Board

Strategic Direction 6: Provisional Status

Goal: *Monitor and actively participate in legislative developments*

Strategy 1: Participate in alternative legislative activities related to the Provisional issue with the Legislative Committee on Higher Education

Strategy 2: Actively lobby for lowering the 900 FTSE requirement

Strategy 3: Actively participate in the Provisional College Legislative Sub-Committee

Strategy 4: Carry out activities identified in the Pathways to Accreditation Plan

Outcome 1: Lower the 900 FTSE requirement

Outcome 2: Review the 7-9 Year Accreditation Plan

Outcome 3: Report on annual progress on the Accreditation Plan

Responsible Parties: Mr. Galindo, Board, Legislative lobbyists, and Strategic Planning and Accreditation Consultants

MARKETING

Goal: *Develop Enrollment Management, Marketing, and Communication Action Plans*

Strategy 1: Establish an Enrollment Management Committee that represents, staff, board and stakeholders

Strategy 2: Review and document LL current outreach, marketing, and communication initiatives as baseline data

Strategy 3: Establish a Communications Committee that represents staff, board, and stakeholders

Outcome 1: Increase enrollment

Outcome 2: Increase community awareness and support for the College in the diverse communities served, county and Ambos Nogales

Outcome 3: Improve business ties and partnerships

Outcome 4: Evidence of data driven decision making

Outcome 5: Meet needs of targeted education, and business and industry groups

Responsible Parties: Mr. Galindo

SANTA CRUZ COUNTY PROVISIONAL COMMUNITY COLLEGE DISTRICT GOVERNING BOARD MEMBERS 2015

Dr. Marcelino Varona, Chairman (Precinct #1)

Ms. Liz Collier, Vice President/Secretary (Precinct #2)

Mr. Victor M. Fontes y Trujillo (Precinct #3)

Dr. Dan Rehurek (Precinct #4)

Ms. Lora Zeinun (Precinct #55)

Campus Director, Cochise College, Santa Cruz Center

Mr. Gabriel Galindo

Strategic Planning Consultants

Dr. Jose Leyba and Dr. Homero Lopez

GILA COMMUNITY COLLEGE GOVERNING BOARD



Governing Board Members

Janet Bocker, District 2
Gerald McCreary, District 4
Samuel Moorhead, District 5
Jay Spehar, District 3
John Zilisch, District 1

Gila Pueblo Campus
8274 S. Six Shooter Canyon Road
P.O. Box 2656
Globe, Arizona 85502-2656
Phone: 928-425-8481
Fax: 928-425-8492

Payson Campus
201 North Mud Springs Road
P.O. Box 359
Payson, Arizona 85547-0359
Phone: 928-468-8039
Fax: 928-468-8043

San Carlos Campus
Tonto Street & Mesa Drive
P.O. Box 152
San Carlos, Arizona 85550-0152
Phone: 928-475-5981
Fax: 928-475-5983

September 3, 2015

The Arizona House of Representatives,
Ad Hoc Committee on Provisional Community Colleges
1700 West Washington, Suite H
Phoenix, AZ 85007-2844

Honorable Ad Hoc Committee Members:

The Governing Board of Gila Community College (the "Board" and ("GCC")) appreciates the opportunity to provide comments to the House Ad Hoc Committee on Provisional Community Colleges. We understand that the purpose of the committee is to identify the "potential unintended consequences of removing the enrollment threshold in order for provisional college districts to seek accreditation."

The GCC Board welcomes the opportunity to share some of its experience in exploring the path toward independence and hopes that it may provide the Ad Hoc Committee with some valuable insight to the accreditation process.

Gila Community College (GCC) is a provisional community college district and as such has studied extensively the issues associated with becoming a fully organized district. GCC has a current FTSE enrollment of 702.1 and a 2015 budget of approximately seven million dollars. This budget is supported by property taxation (58%), tuition (20%), State funding (5.0%) and contracts and grants (17%).

GCC aspires to attain fully organized status. In 2010, a taskforce was appointed by the President of the Arizona Senate "to research the requirements and processes needed for Gila Community College District to transition to an 'independent' or fully organized community college district." A copy of the taskforce's report is attached for your review.

Based on the Taskforce Report and additional information that has been learned since 2010, the Board offers the House Ad Hoc Committee the following observations:

1. The 2010 Taskforce investigation found that organizations seeking accreditation must demonstrate a trend of financial stability before accreditation is granted, including cash reserves sufficient to sustain the operation for a period of five years.

Attachment 4

2. Financial capacity is a critical element of preparing to become a fully organized community college district, and lowering or removing the enrollment threshold does not address the more fundamental requirement that financial capacity must be demonstrated in order to achieve accreditation.
3. The primary means of financial stability and growth are property taxation, tuition and state funding. Even if the state lowers or eliminates the enrollment threshold, GCC has been informed by the Higher learning Commission ("HLC") that evidence of adequate funding will be required as a condition of accreditation.
4. The transition from a provisional to a fully organized district is expensive. It requires new investments in services, infrastructure and human resources. GCC has been informed by the HLC that all accredited districts must employ a Chief Executive Officer, a Chief Financial Officer, a Chief Academic Officer and a full-time faculty in every academic division. These requirements add additional professional positions and operating expenses to the annual budget.
5. Based on the findings of the 2010 GCC Taskforce accreditation study and other information provided the HLC, GCC now estimates that an additional twelve million dollars would be required annually to support a fully organized district in Gila County.
6. Over the past ten years, GCC's state aid per FTSE has been reduced by 66 per cent.
7. GCC's current tax levy is approximately \$0.96 cents per \$100 of assessed value. If state revenues remain constant we estimate that the levy would have to be increased by 250%, to about \$2.37, in order to support a fully organized community college district.
8. Public land counties are tremendously disadvantaged in the community college funding process. For example, in Gila County only about four percent of the land is privately owned and subject to property taxation. A 2010 survey conducted by the Gila County Planning and Zoning Commission Committee on Land Use and Resource Planning found that payments in lieu of property taxes (PILTS) made by the federal government to Gila County between 2000 and 2009 averaged only about \$1.10 per acre versus property tax revenues that averaged about \$145 dollars per acre. Admittedly, not all acres are equally capable of revenue generation, but this great disparity illustrates the financial disadvantages borne by public land counties.
9. Our experience is when tuition was raised our enrollment dropped. In 2010, when GCC last raised its tuition rates by 39%, the unintended consequence was to lose 33% of its enrollment.

In view of the many challenges associated with attaining accreditation, GCC has adopted an accreditation strategy that is focused on carefully managing property taxation, increasing enrollment by providing its students with quality course work and workforce development

programs, and seeking an equitable share of state aid. The GCC Provisional Community College District has served the taxpayers of Gila County well by providing its residents with cost effective and quality educational programs.

The GCC Board does not oppose either lowering or removing the enrollment threshold, however, based on GCC's accreditation experience, we do not believe either option would materially affect the more fundamental financial challenges in attaining accreditation.

We hope this information will prove useful to the Ad Hoc Committee in its deliberations and would be pleased to provide any assistance that we can.

Respectfully yours on behalf of the Board,

A handwritten signature in black ink, reading "Samuel Moorhead". The signature is fluid and cursive, with the first name "Samuel" and last name "Moorhead" clearly distinguishable.

Samuel Moorhead
Governing Board President

cc: Representative John Chris Ackerley
Representative Bob Thorpe
Representative Rosanna Gabaldon
Dr. Jeanne Swarthout
President Moorhead
Dr. Varona